

## APPENDIX I- PLANNING GRANTAPPLICATION FORM

<b>Applicant (Agency &amp; address - including zip)</b>  <div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> Town of Mammoth Lakes  P.O. Box 1609  Mammoth Lakes, CA 93546 </div> <div style="width: 35%; text-align: center;"> <b>Check one</b>  <input checked="" type="checkbox"/> City  <input type="checkbox"/> County  <input type="checkbox"/> MPO  <input type="checkbox"/> COG  <input type="checkbox"/> RTPA  <input type="checkbox"/> JPA  <input type="checkbox"/> Joint Proposal </div> </div>		<b>Proposed Date of Completion:</b> June 2012 <b>Grant Amount Requested:</b> \$ 318,245 <b>If Joint Proposal, list participating entities/ contact person:</b>	
<b>Lead Applicant's Name:</b> Town of Mammoth Lakes			
<b>Title of Proposal</b> (summarize the deliverable to be funded by this grant) Zoning Code Update			
<b>Applicant's Representative Authorized in Resolution</b> Name: Robert Clark Title: Town Manager Phone: (760) 934-8989 ext. 226 Email: rclark@ci.mammoth-lakes.ca.us		<b>Person with Day to Day Responsibility for Plan</b> (if different from Authorized Representative) Name: Mark Wardlaw Title: Community Development Director Phone: (760) 934-8989 ext. 238 Email: mwardlaw@ci.mammoth-lakes.ca.us	
<i>Check all of the following that are incorporated or applicable to the proposal:</i>			
<b>Focus Area</b>		<b>Program Objectives</b>	
<input checked="" type="checkbox"/>	Focus Area # 1	<input type="checkbox"/>	Applying for 20% EDC set aside
<input type="checkbox"/>	Focus Area # 2	<input type="checkbox"/>	
<input type="checkbox"/>	Focus Area # 3	<input checked="" type="checkbox"/>	Improve air and water quality
<b>Eligibility Requirements (mandatory)</b>		<input checked="" type="checkbox"/>	Promote public health
<input checked="" type="checkbox"/>	Consistent with State Planning Priorities	<input checked="" type="checkbox"/>	Promote equity
<input checked="" type="checkbox"/>	Reduces GHG emissions on a permanent basis	<input checked="" type="checkbox"/>	Increase affordable housing
<input checked="" type="checkbox"/>	Collaboration requirement	<input checked="" type="checkbox"/>	Increase infill and compact development
<b>Priority Considerations</b>		<input checked="" type="checkbox"/>	Revitalize urban and community centers
<input checked="" type="checkbox"/>	Demonstrates collaboration & community involvement	<input checked="" type="checkbox"/>	Protect natural resources and agricultural lands
<input checked="" type="checkbox"/>	Addresses climate change impacts	<input checked="" type="checkbox"/>	Reduce automobile usage and fuel consumption
<input checked="" type="checkbox"/>	Serves as best practices	<input checked="" type="checkbox"/>	Improve infrastructure systems
<input checked="" type="checkbox"/>	Leverages additional resources	<input checked="" type="checkbox"/>	Promote water conservation
<input type="checkbox"/>	Serves an economically disadvantaged community	<input checked="" type="checkbox"/>	Promote energy efficiency and conservation
<input type="checkbox"/>	Serves a severely disadvantaged community	<input checked="" type="checkbox"/>	Strengthen the economy
I certify that the information contained in this plan application, including required attachments, is complete and accurate			
Signature:		8/30/10	
Applicant's Authorized Representative as shown in Resolution		Date	
Print Name and Title:			

**Town of Mammoth Lakes  
Sustainable Communities Planning Grant  
and Incentives Program**

**2. Proposal Summary Statement**

## **PROPOSAL SUMMARY STATEMENT**

### **Town of Mammoth Lakes Zoning Code Update**

The purpose of the project is to complete a comprehensive update of the Town of Mammoth Lakes Zoning Code to more closely align it with the General Plan adopted in 2007 which incorporates a range of sustainability and smart growth-oriented concepts. The Update will also allow for some critical policies, and recommendations of a series of Neighborhood District Planning studies adopted since completion of the General Plan, to be codified.

Because the Municipal Code has not been comprehensively updated since 1984, its development standards and framework for development fall far short of the community direction established by the General Plan. As well as causing ambiguity and inefficiency in administering the Town's development regulations, the Code's requirements themselves have proven to act as a barrier and often counterproductive to achieving the Community Vision.

Particular challenges faced by the community that the Zoning Code Update will seek to address include, but are not limited to:

- A predominance of auto-oriented development throughout the town, and an disconnected network of pedestrian and bike facilities that make the use of alternate transportation modes challenging.
- Air quality issues, especially particulate matter pollution associated with wood-stoves and dust from winter road cinderling.
- A shortage of housing affordable to the local workforce.
- A highly seasonal economy that makes for a challenging business and employment environment.
- Outdated infrastructure that does not allow the Town to take advantage of conservation and alternative energy solutions, such as locally-abundant geothermal resources, or water efficiency measures like use of recycled water.

A number of specific challenges are associated with the shortcomings of the existing Zoning Code itself, including:

- Outdated development standards that do not reflect contemporary thinking about how successful, sustainable communities work: e.g. parking standards that can result in "overparking" and inefficient use of land; and setback standards that are do not support a pedestrian-oriented environment.
- Rigid lists of land uses within different zones that inhibit the creation of vibrant mixed use and transit- and pedestrian-oriented neighborhoods.
- Standards that do not reflect changed development conditions in Mammoth Lakes, where much of the town has built out, resulting in a need to more strongly encourage infill development and redevelopment of existing sites and more flexibly consider existing and non-conforming uses.
- A Housing Ordinance that has proven costly and difficult for developers to meet, and does not appear to correspond to the most critical needs of the community in terms of unit affordability, type, and tenure.
- Lack of flexibility in allowing developers to seek alternate site design, respond to form-based criteria, or propose context-sensitive solutions that may result in more desirable outcomes in terms of community design and livability.

The Zoning Code update will allow for each of these issues to be addressed, and by so doing will remove significant barriers to the Town to meeting goals for developing a more livable, environmentally sustainable community which support the state's AB 32 GHG emission reduction targets and implement SB 375.

**Town of Mammoth Lakes  
Sustainable Communities Planning Grant  
and Incentives Program**

**3. Proposal Description**

## **PROPOSAL DESCRIPTION**

### **Town of Mammoth Lakes Zoning Code Update**

#### **Step 1: Threshold Requirements**

**1. Describe how the Proposal is consistent with the State's Planning Priorities, Section 65041.1 of the Government Code.**

- a. Promote infill development and invest in existing communities;**
- b. Protect, preserve and enhance environmental and agricultural lands, and natural and recreational resources; and**
- c. Encourage location and resource efficient development**

The Town of Mammoth Lakes has demonstrated its commitment to the concepts outlined in the State's Planning Priorities, Section 65041.1 by adopting a General Plan in 2007 that emphasizes environmental and economic sustainability, alternative transportation, livable neighborhoods, and smart growth-oriented planning. The Proposal includes a comprehensive update of the Town of Mammoth Lakes Zoning Code and other selected sections of the Municipal Code, to more closely align it with the General Plan adopted in 2007.

#### **1.a. Infill Development as a Priority**

The Town of Mammoth Lakes has adopted an Urban Growth Boundary which limits the areas in which development can occur and is intended to focus development within the Town's existing urbanized footprint. Due to this constraint, well-planned infill development and redevelopment are critical to the success of the community as a whole. The General Plan contains numerous goals, policies, and actions that prioritize infill development and redevelopment which will be reflected in the Zoning Code Update. Specific policies and actions include:

- *L.1.C Policy: Give preference to infill development.*
- *L.1.C.1 Action: Develop and adopt infill development standards.*
- *C.2.F. Policy: Improve visual appearance as well as pedestrian access and activity by requiring infill development patterns. Encourage rehabilitation and reorientation of existing strip commercial development consistent with neighborhood and district character.*
- *M.3.C. Policy: Reduce automobile trips by promoting land use and transportation strategies such as: implementation of compact pedestrian-oriented development; clustered and infill development; mixed uses and neighborhood-serving commercial mixed use centers.*

The project includes codification of the Town's recently adopted Housing Element which includes numerous policies and actions that encourage infill development in order to meet the needs of the local workforce, at a range of types and income levels. The Housing Element includes the following policies and actions that will be reflected in the Zoning Code Update:

- *H.1.B. Policy: Allow housing development as part of infill and mixed-use development within commercial zoning districts.*
- *H.1.B.1 Action: As part of the amendments to the Housing Ordinance, analyze the implications and benefits of excluding required on-site affordable and workforce housing from density calculations in all mixed-use projects in the Commercial General and Commercial Lodging Zones, and lodging and residential projects in the Residential Multi-Family 2 zones. Any exclusion of such units from density calculations would require findings to be made that the total project density did not result in unacceptable site plan, character, livability or environmental impacts. If adopted into the Municipal Code, this provision shall only be applicable to projects ineligible for Town- or State- housing density bonuses.*

- *H.1.C. Policy: As part of the District Plans and their subsequent codification, develop incentives to encourage residential mixed use and infill development. Such incentives may include:*
  - *Relaxation of development standards such as reduced parking requirements, modified setbacks or lot coverage, and height concessions.*
  - *Allowances for shared parking, particularly for mixed use projects and those proximate to transit and services.*
  - *Provisions to support the non-residential component of such projects such that the financial feasibility of the residential portion is increased.*

Additionally, the General Plan contains direction to help promote infill development within one of the Town's underserved neighborhoods, the Sierra Valley Sites, by preparing a Focused Special Study which will "assess infill design and development standards, land use, and density." This Focused Special Study will be completed prior to the start of the Zoning Code Update and will serve to inform the project for development standards that can be modified through the Zoning Code Update to rehabilitate and improve this neighborhood.

### **1.b. Protection of Resources**

The protection of natural resources and the environment has always been at the forefront of the community's vision and has been an overarching theme in all Town planning and capital improvement projects. The Zoning Code Update will continue this theme by furthering the goals and objectives established in the Town's General Plan, which places a strong emphasis on sustainability resource management and conservation, and the "triple bottom line." The General Plan element titled "Resource Management and Conservation" emphasizes the Town's stewardship of the community's natural resources. This Element contains a variety of goals, policies, and actions intended to wisely manage our resources, be environmentally responsible, economically sustainable, and others that will make Mammoth Lakes a leader in managing and conserving our resources. Some policies and actions that will be included in the Zoning Code Update are:

- *R.2.B. Policy: Be stewards of forested areas, wetlands, streams, significant slopes and rock outcroppings. Allow stands of trees to continue to penetrate the community to retain the mountain character of Mammoth Lakes. Minimize tree removal for development to the greatest extent possible.*
- *R.3. GOAL: Preserve and enhance the exceptional natural, scenic and recreational value of Mammoth Creek.*
- *R.3.A. Policy: Prohibit development in the vicinity of Mammoth Creek that does not maintain minimum established setbacks and protect stream-bank vegetation.*

Because the town is known as a recreation destination that serves as a gateway for wide array of four-season, high-altitude, outdoor recreation opportunities, we place a high priority on our recreation features and open spaces and this priority will be reflected in the Zoning Code Update. Some General Plan policies and actions which will be included in the Zoning Code Update are:

- *P.2.B. Policy: Require usable public recreation open space in all master planned developments.*
- *P.2.C. Policy: Maximize parks and open space through flexible form-based zoning, development clustering and transfers of development rights within individual districts.*
- *P.2.C.1. Action: Establish zoning districts that allow parks, recreation and ancillary facilities.*

As described in response 1.a. above, the Town's adopted UGB limits new development to the existing urban area, allowing for protection of the forest land and scenic open space that surrounds the Town.

### **1.c. Efficient Development Patterns**

As stated above, the Town is constrained by an Urban Growth Boundary that limits where new development can occur. Because of this constraint, efficient development patterns are imperative to ensure that the Town can accommodate the existing and future resident and visitor populations. A result of the Urban Growth Boundary is that any new development in Town will be built adjacent to existing developed areas within an area which is planned for growth. The General Plan includes a large number of policies and actions that support efficient development patterns and will be incorporated into the Zoning Code through this Project. Some examples are:

- *C.2.A. Policy: Create well-designed and significant public spaces in resort/commercial developments to accommodate pedestrians and encourage social interaction and community activity.*
- *C.2.B. Policy: Maximize opportunities for public spaces that support community interaction, such as outdoor cafe and restaurant patios, performance and arts spaces, and child activity centers through public-private partnerships.*
- *C.2.G. Policy: Ensure that development in commercial areas provides for convenient pedestrian movement between adjoining and adjacent properties.*
- *C.2.H. Policy: Support transit ridership and pedestrian activity by emphasizing district parking, shared parking, mixed use and other strategies to achieve a more efficient use of land and facilities.*

### **2. Describe how the Proposal will (and include in work plan) reduce, on as permanent a basis that is feasible, greenhouse gas emissions consistent with:**

#### **a. California's Global Warming Solutions Act of 2006**

- i. How will the Proposal reduce greenhouse emissions as compared with business as usual through 2020 and beyond?**
- ii. Identify the indicators that will be used to measure whether the Proposal will meet greenhouse gas emissions reduction targets or requirements?**

#### **b. Any applicable regional plan**

- i. Cite any applicable regional plan(s).**
- ii. Describe how your Proposal will be consistent with the greenhouse gas emission reduction strategies in the applicable regional plan(s).**

Because of the Town's geographic location, in the mountainous Eastern Sierra region of California at an elevation between approximately 7,000 and 8,500 feet, we are concerned with greenhouse gas emissions and related climate change. In particular, the local economy relies on outdoor recreation; Mammoth Lakes is home to Mammoth Mountain Ski Area, the State's largest ski resort, and provides a base for millions of annual visitors who come to enjoy the region's lakes, mountains, and wilderness areas. Climate change may impact the considerable annual snowfall received in Mammoth Lakes, which averages 400 inches, and result in direct and indirect impacts to the Sierra snowpack, natural resources such as water supply, local ecosystems, and related tourism activities. On a Statewide level, the City of Los Angeles relies on water from Eastern Sierra watersheds; climate change thus has potential for even more far-reaching impacts than those that may be felt locally.

**2.a.** Because of our concerns with greenhouse gas emissions and related climate change, the Town General Plan includes a range of goals, policies, and actions aimed at promoting compact development, transit-oriented development, alternative transportation options, reducing energy consumption and the generation of solid waste all of which support the goals of California's Global Warming Solutions Act of 2006. Additionally, the General Plan includes the following broad policy which also supports the goals of California's Global Warming Solutions Act of 2006:

*R.11.A Policy: Support the objectives of the U.S. Mayors Climate Protection Agreement, Assembly Bill 32, and California Executive Order S-03-05 and implement actions to reduce Mammoth Lakes' carbon footprint.*

### **2.a.i. Reduction Beyond Business as Usual**

The direction of the General Plan and incorporation of these concepts into the Zoning Code is intended to reduce greenhouse emissions as compared to “business as usual” in Mammoth which, in the past, was focused on the traditional suburban development model. The Town includes a number of large-scale condominium projects and strip commercial developments that were not developed in environmentally sensitive ways and included large expanses of surface parking and water consumptive landscaping. Since the completion of these developments in the 1980’s, the Town has been progressing toward a more environmentally sensitive development model which is reflected in the goals, policies, and actions of the General Plan. As cited in question 2.a. above, a variety of different concepts will be integrated into the Zoning Code Update to reduce greenhouse gas emissions as compared to the developments of the past.

### **2.a.ii. Development of Indicators**

A component of the Zoning Code Update work program (Task 7) is development of a Community Indicators Reporting program that will provide annual reporting of various measurable factors that indicate progress towards the Community Vision. Although this framework will be developed through the course of the project, it is likely to include the following key indicators:

- Transient Occupancy Tax and Sales Tax revenues.
- Building permits issued.
- Business licenses issued, by business type.
- Number of recorded annual air quality (PM10) violations.
- Per capita water demand.
- Transit ridership.
- Number of new affordable housing units built or secured.
- Linear feet of sidewalk.
- Linear feet of trails.
- Infrastructure projects completed.

Additionally, staff will further refine the Town’s existing “Project Impact Evaluation Criteria” (PIEC) policy that sets a “smart growth” framework for assessment of projects in a scorecard format, to allow their comparison and assessment against key triple-bottom line goals. The refinement will include additional relevant metrics and measurement criteria by which projects can be assessed against the Town’s triple bottom line.

Related to this, as directed in the General Plan, a Community Indicators reporting framework will be developed. The purpose of the indicators report is to create a consistent format for annual reporting of the town’s progress towards achieving key goals for environmental, economic and social sustainability. To the extent possible, the report will use quantified benchmark and indicators to quantify aspects such as mode split (e.g. transit ridership and walking and biking patterns), resource efficiency (e.g. water use), infrastructure (e.g. linear feet of trails, sidewalks, recycled water delivery), and economic health (e.g. TOT and sales tax revenue). The first Community Indicators Report will be targeted for publication in early 2012.



## **2.b. Regional Plan/Greenhouse Gas Reduction**

There is no regional plan for Mono County; however, a Regional Blueprint planning effort is underway in cooperation with Mono, Inyo, and Kern Counties. The Zoning Code Update will include greenhouse gas reduction measures as described in questions 2., 2.a., and 2.a.i., above.

## **3. Meet the Collaboration Requirements of the focus area applicable to the Proposal.**

### **a. See Section III, Focusing Funds, for the Collaboration Requirements applicable to the Proposal.**

The Town is committed to implementing sustainable land use and transportation policy with the goal of reducing GHG emissions, consistent with recent State of California Legislation (Assembly Bill 32 and Senate Bill 375) and consistent with the Mono County LTC's Regional Transportation Plan (RTP) and the draft Regional Blueprint. The Town's Zoning Code update would provide updated land use and development standards that focus on a broad range of sustainability concepts, including "feet-first" mobility, mixed-use development, and green building and planning.

Staff has received a letter of collaboration from the Mono County Local Transportation Commission which serves as the regional transportation planning agency for Mono County, including the Town of Mammoth Lakes (see Attachment 6). The letter of collaboration outlines Mono County LTC's dedication to working with the Town of Mammoth Lakes to further the goals of reducing GHG emissions, energy use, and air pollution through coordinated land use and transportation planning, and concurs with the Town's assessment of the Proposal's consistency with SB 375.

## **Step 2: Program Objectives**

**Identify and describe the Program Objectives projected to be achieved by the Proposal. Appendix K provides further guidance on questions that should be addressed in the Proposal Description to maximize points. Anticipated indicators (see Glossary) must be identified that will evaluate the overall success of achieving the Program Objectives.**

### **Improve Air and Water Quality**

The Zoning Code Update seeks to improve air and water quality through incorporation of policies and actions from the General Plan that will result in reduction of PM-10 as well as preventing erosion and other pollutants from entering the Town storm drains and waterways.

#### *Air Quality*

Mammoth Lakes has high levels of PM-10 in the winter due to a combination of wood smoke and cinders put on icy roads for traction during the winter. In cooperation with the Great Basin Unified Air Pollution Control District, the Town developed an ordinance in 1990 to control both sources. The Mammoth Lakes State Implementation Plan was submitted to the federal government and it has been approved. Since implementation of the ordinance, PM-10 levels have dropped significantly. The Zoning Code Update will include measures to continue to reduce PM-10 by measures to reduce the number and length of vehicle trips, reduce the projected total vehicle miles traveled, and comply with adopted air quality standards. These measures include promoting land use patterns that will reduce the number and length of vehicle trips such as in-town workforce housing, mixed use development adjacent to commercial centers, transit corridors, and a mix of support services in employment areas. Reduction in vehicle miles traveled will be achieved through circulation system improvements, mass transit facilities, the use of private shuttles, and designing and locating facilities to encourage pedestrian circulation. The indicator that the Town will use to measure the success of these strategies will be the reduction in the number of recorded annual air quality (PM10) violations and transit ridership statistics.

### *Water Quality*

The Town currently protects the water quality in Town with several methods including requiring Best Management Practices (BMP's) for all construction projects and assigning a team of Town staff to look for potential water quality violations while in the field. The Zoning Code Update will allow the Town to implement additional water quality protection strategies including requiring parking lot storm drain systems with facilities to separate oils and silt from storm water as well as updating the landscaping requirements to help prevent erosion, siltation, and associated flooding. Indicators of success for this component will be the number of parking lot storm drain systems installed and continuation of enforcement of BMP's within Town.

### **Promote Public Health**

Mammoth Lakes is committed to providing the very highest quality of life for our residents and demonstrates this commitment through a variety of ways including free, town-wide public transit, supporting affordable housing projects in town, and promoting green building and sustainability. The Town has demonstrated its commitment to healthy outdoor recreation and activity by dedicating sales tax funding to recreation, trails, and parks, which has resulted in development of several new facilities in recent years. In addition, the General Plan has a number of goals, policies, and actions geared towards public health and the factors that contribute to making Mammoth a healthy community (improving air and water quality, promoting pedestrian safety, and non-automotive transportation). The Zoning Code Update will allow the Town to continue its commitment to being a healthy community by updating our standards to allow state mandated incentives for child care facilities, increase our commitment to a variety of transportation options in Town, and updating our affordable housing requirements as described in section "Increase Housing Affordability" below. An indicator of success for this component would be a balance of child care providers and those needing childcare and linear feet of sidewalk constructed as well as those indicators described in "Increase Housing Affordability" below.

### **Promote Equity**

The Zoning Code update will promote equity by increasing access to affordable housing as described in "Increase Housing Affordability" below and expanding transportation options as described in "Reduce Automobile Usage and Fuel Consumption" below. Additionally, the General Plan includes the following policy and action that are geared at increasing residents' access to open space:

- *P.2.C. Policy: Maximize parks and open space through flexible form-based zoning, development clustering and transfers of development rights within individual districts.*
- *P.2.C.1. Action: Establish zoning districts that allow parks, recreation and ancillary facilities.*

The indicators associated with measuring the success of this item are: number of affordable housing units built, transit ridership, and linear feet of sidewalks and trails constructed.

### **Increase Housing Affordability**

The project includes an update to the Town's existing Housing Ordinance, to ensure that new development can mitigate the affordable and workforce housing demand it generates, and that housing meets the real needs of the local workforce, at a range of types and income levels. The update will allow for housing mitigation proposals to be responsive to current, documented needs, and to deliver the most desirable range of housing and best "return on investment" for the Town's housing programs. Please see the response to question 1.a. above. Staff will utilize indicators developed during the research on this topic but likely indicators are: number of affordable housing units rehabilitated or constructed, number of loans issued to low income homebuyers, or number of affordable apartments available for rent.

### **Promote Infill and Compact Development**

Please see response to Question 1.a. within Step 1 above. An indicator of success will be the number of new units constructed within walking distance to transit. Additional indicators may be developed as a part of Task 7 (Community Indicators Report).

### **Revitalize Urban and Community Centers**

As described previously, the Town has adopted an Urban Growth Boundary which limits the developable area within Town. Revitalization of urban and community centers is important because of this constraint as well as the Town's desire to see existing strip mall development user-retrofitted to be more animated, pedestrian friendly, and sustainable. The Town has begun the process of revitalizing our urban and community centers through district planning efforts. District Planning is a concept defined in the recently-adopted General Plan. It recognizes that many areas of the community have special considerations or conditions for which more focused, community-driven planning should be undertaken. District Planning allows for the desired form, function, and character of an area to be defined, setting the stage for future Town actions, such as revised development standards, development of new facilities or improvements, and consideration of development proposals that may come forward.

#### *Downtown Concept for Main Street*

The Town is close to completion of the first phase of district planning for our Mammoth Lakes Downtown Area which is the main thoroughfare through Town for residents and visitors going to Mammoth Mountain Ski Area. Over the course of 10 months, public workshops and meetings with a 15-member Focus Group, with Town Commissions, and Town Council were held to gather ideas and input. The Focus Group looked at the overall study area and issues, worked through a series of options or alternatives, and arrived at a strong consensus around a preferred concept that was the basis for the Downtown NDP Study and its recommendations.

#### *Revitalize Urban and Community Centers - Strategies and Indicators*

As described above, the Town has begun the process of district planning with the goal of revitalization of our urban and community centers. The Zoning Code Update will allow the ideas and recommendations generated through the district planning process to be incorporated into the Code to allow the visions of the Downtown Concept for Main Street to become a reality. Indicators of success will be number of building permits issued within the Downtown area for targeted types of development, and transient occupancy tax and sales tax revenues.

Additionally, please see response to Question 1.a. within Step 1 above.

### **Protect Natural Resources and Agricultural Lands**

Please see response to Question 1.b. and 1.c. within Step 1 above. Indicators of success will be the amount of public recreation open space set aside in new master planned developments and square footage of new parkland.

### **Reduce Automobile Usage and Fuel Consumption**

Much of Mammoth Lakes' development occurred during the 1970's and 80's, in a pattern heavily oriented towards automobile use. The Zoning Code Update will implement General Plan goals and policies that emphasize "feet-first" transportation and expanded transportation choices. In particular, the project will increase transportation choices by: articulating standards that promote infill and mixed use development, particularly in zones that allow higher development intensities; providing incentives for and permitting reduced parking requirements where local conditions and project type warrant it; and requiring project to implement transit, pedestrian and bicycle facilities, and improvements that encourage use of these modes. A shifting mode split and reduced auto dependency has a number of documented benefits, including reduced greenhouse gas and other pollutant emissions, reduced energy use, and related public

health benefits. The indicator used to measure success of this component primarily will be transit ridership.

### **Improve Infrastructure Systems**

Please see response to “Reduce Automobile Usage and Fuel Consumption” above. Indicators of success of this component will be linear feet of sidewalks completed and number of infrastructure projects completed.

### **Promote Water Conservation**

The Town has promoted water conservation in the past by developing a list of native, low-water plants for use in new and rehabilitated landscape areas and supporting projects to provide recycled water to the two golf courses within Town. The project includes an update to the Town’s water efficiency landscape requirements to comply with the Water Conservation in Landscaping Act. This portion of the project would be completed in cooperation with the Mammoth Community Water District as the Town has recently increased interagency coordination regarding long-range water supply and conservation issues. The Zoning Code Update is an opportunity for the Town to continue our commitment to reducing water use through effective irrigation, drought tolerant landscaping, and the use of recycled water. The project will include reviewing and updating the Town’s landscape irrigation standards, allowing (and encouraging) the use of recycled water for new developments, and limiting the use of turf within the Town. The main indicator for this item is per capita water demand information provided by the Mammoth Community Water District.

### **Promote Energy Efficiency and Conservation**

Energy efficiency and conservation are embedded in several of the main issues to be addressed within the Zoning Code Update. The Town’s General Plan includes a goal that the Town “*be a leader in use of green building technology.*” The General Plan includes the following policies and actions that will be included in the Zoning Code update:

- *R.7.A.2. Action: Encourage site design that uses green building techniques.*
- *R.7.A.3. Action: Establish incentives for green building practices and LEED (Leadership in Energy and Environmental Design) certified buildings.*
- *R.8.E. Policy: Support development of a geothermal heating district for the town including seeking grant-funding sources for geothermal heating projects.*
- *R.8.E.1. Action: Establish regulatory framework to encourage and facilitate use of geothermal heating.*
- *R.8.F. Policy: Encourage building design and orientation for passive solar heating.*
- *R.8.F.1. Action: Develop and implement standards that enable and encourage the application of passive solar in new and existing public and private development.*

The indicator used to determine the success of this item would be per capita residential energy consumption information provided by Southern California Edison and Turner Propane.

### **Strengthen the Economy**

Mammoth Lakes is a resort community, dependant on tourist visitors for its economic success. The Zoning Code update will be a key mechanism to implement the General Plan’s “destination resort” goals and policies, aimed at increasing Mammoth’s share of the resort market and smoothing current seasonal fluctuations in visitor numbers. The Zoning Code Update will implement the “Community Benefits/Incentive Zoning” policy that, among other aspects, provides incentives to development to diversify recreational amenities, and to provide features like conference and event space that can help to increase “shoulder season” and mid-week visits. Indicators of success include transient occupancy tax and sales tax revenues.

### **Step 3: Priority Considerations**

#### **1. Proposal demonstrates ongoing collaboration with state, regional and local, public and private stakeholders and community involvement (include in work plan).**

- a. Describe tasks undertaken by all entities involved in the work plan.**
- b. Describe how other entities will be engaged in the development and/ or implementation of the Proposal (e.g., local governments, state entities, COGs, MPOs, transit agencies, health agencies, air districts, local businesses, landowners, general public, environmental groups, low income households and/ or groups that represent them, etc).**
- c. Describe how the community will be engaged in the planning process.**

Mammoth Lakes is the only incorporated jurisdiction in Mono County. The area within the Town's Urban Growth Boundary is also completely surrounded by public land, primarily under the jurisdiction of the US Forest Service, and a number of State and federal agencies have an interest in the natural resources that are found throughout the Mammoth Lakes region. The Town also works closely with local non-profits, including Mammoth Lakes Housing, who has, with support from the Town, built scores of workforce housing units over the past 10 years; and Mammoth Lakes Trails and Public Access (MLTPA), an advocacy organization that assisted with preparation of the Draft Trails System Master Plan and is working on other trails and wayfinding projects in town. The Town has fostered excellent working relationships with these groups over the years, and expects to continue to consult with and seek input from them through the Zoning Code Update process. Key agencies and organizations to be consulted include:

- United States Forest Service
- California Department of Transportation
- Great Basin Unified Air Pollution Control District
- Mono County
- Lahontan Regional Water Quality Control Board
- Mammoth Community Water District
- Mammoth Lakes Fire Protection District
- Mammoth Lakes Housing, Inc.
- Mammoth Lakes Trails and Public Access
- Mammoth Mountain Ski Area

The Town has also gained considerable support for the proposed project from local agencies, who have provided letters of support that are attached to this application.

#### **1.a. Tasks undertaken by entities involved in the work plan**

The following community and/or business organizations and non-profits will be consulted during the Zoning Code Update: Sierra Business Council (SBC), Mammoth Lakes Chamber of Commerce, Mammoth Lakes Trails and Public Access (MLTPA), High Sierra Energy Foundation (HSEF), the Geothermal Institute of Research, Education & Outreach (GIREO), Mammoth Mountain Ski Area, Mammoth Hospital, and others. It is anticipated that representatives of some of the above groups will participate as members of the stakeholder focus group and/or the Technical Advisory Groups, while others will be invited to comment on the draft Zoning Code Update during the series of public workshops and public hearings that will take place.

### **1.b. Engagement with other Entities**

Engagement with the community and with key stakeholders is a cornerstone of the development and implementation of the Project. Task 1.2 of the Work Plan includes the formation of a focus group to include representatives of community/business organizations, partner agencies, non-profits, and potentially individual community members. The focus group is a key piece of the community engagement plan for the project and will serve as the “eyes and ears” of the planning team, offering insight to Town staff about the specific concerns and ideas of the community as they relate to the Project.

Technical Advisory Groups (TAGs) will also be formed as subsets of the focus group and will advise staff on specific components of the Project. Each TAG will consist of a focus group member or members and potentially additional community members and agency representatives with experience and/or interest in the subject of the Zoning Code component.

### **1.c. Community Engagement**

Two focus group meetings will be held, as well as two community workshops, during development of the updated Zoning Code (Tasks 1.6 & 2.2). The focus group meetings, which will be aligned with the public workshops, are intended to function as a “warm-up” for the workshops by providing the means to identify initial issues and ideas, organize information, and formulate strategies for the workshops that will foster productive and targeted engagement with the larger community.

Two additional public study sessions will also be held (Task 3.2), one with Planning Commission and one with the Town Council, to review the Draft Zoning Code and collect Commission/Council and public comments. The Final Zoning Code will also be brought to the Planning Commission and Town Council for adoption (Task 6.1). All community workshops, public study sessions, and hearings will be widely advertised through various media and Town outlets. Please refer to Work Plan for additional information.

## **2. Proposal demonstrates strategies or outcomes that can serve as best practices (BPS) for communities across the state. Note: Tools, processes and data funded by the grant must be posted on web-site.**

- a. Does the proposal include tools or processes that could be easily accessed and used by other government agencies to develop plans or strategies for sustainable communities?**
- b. How will your agency promote and share the Proposal’s information, tools or processes?**

The Zoning Code update will include numerous strategies and associated regulatory language that can serve as best practices for other communities. Information and materials related to the project will be available on the Town’s website.

### **2.a Tools or Processes Easily Accessed by Other Agencies**

Because the information and materials will be posted on the Town’s website, as well as the final Zoning Code, the information will be readily available for use by other cities or town’s to develop zoning codes that promote sustainable communities.

### **2.b Promotion of the Project’s Tools, Information, and Processes**

During the course of the Project, the Town will provide at least one informational presentation to members of the Mono County Planning Department, Mono County Local Transportation Commission, and to members of the Eastern Sierra Planning Group, who represent cities, counties and agencies in Mono, Inyo and Alpine Counties, and the Lake Tahoe region. Staff will also make themselves available

to participate in conferences and other collaborative forums to share information and experiences about the Zoning Code Update process.

**3. Proposal is leveraged with additional resources, in-kind or funds. Identify in Appendix L, Budget.**

- a. Identify funding sources and amount already committed to the proposal and expected timing of funds. Detail whether funds are in the form of cash contributions, in-kind services, volunteer effort, donated labor or materials, technical expertise, etc.**
- b. Identify potential future funding sources and the amount expected to be committed to the proposal. Detail whether funds are in the form of cash contributions, in-kind services, volunteer effort, donated labor or materials, technical expertise, etc.**

The Town of Mammoth Lakes will provide leveraged funding to support the Zoning Code Update amounting to approximately ten percent (10%) of the anticipated project cost. The funding will be in the form of in-kind services which are outlined in the Budget. Funding for this project will come from the Town of Mammoth Lakes General Fund. The Town's Fiscal Year 2010-2011 budget includes funding for this project.

**4. Proposal Addresses Climate Change Impacts.**

- a. Identify the potential climate change impacts on the population, or human or natural areas, or systems most vulnerable to those impacts within the planning area.**
- b. How does the proposal improve adaptation to the impacts for these populations, human or natural areas, or systems?**

The Zoning Code Update will reduce greenhouse emissions as detailed in item 2 under Step 1 above which will help to combat climate change and its associated negative factors for the Town of Mammoth Lakes.

**5. Proposal serves an economically disadvantaged community.**

- a. How will this proposal specifically benefit a disadvantaged or severely disadvantaged community?**
- b. Discuss how the economically disadvantaged community has been and will continue to be engaged and participatory in the development of the proposal.**

The Town of Mammoth Lakes as a whole does not meet the definition of "economically disadvantaged community" and this grant application does not request priority consideration for this factor. Although Mammoth Lakes is not an economically disadvantaged community, the proposed project will benefit areas within Town that house the Town's large population of low wage service and hospitality employees including the Sierra Valley Sites which, as described in the answer to question 1.a. in Step 1, is the subject of additional planning efforts as a part of this process. The Sierra Valley Sites is part of the Town's urban core area and the Median Household Income for the Sierra Valley Sites/downtown area is \$44,211, which is less than the \$47,942 threshold required by the SGC. In addition to the planning efforts targeted at this area as described in the answer to question 1.a. in Step 1, most of the strategies included in the Zoning Code Update will directly or indirectly benefit the residents of this area.

**Step 4: Organizational Capacity**

**1. What is your organization's experience in completing this type of Proposal or similar Proposals? Is the expertise needed for the successful development of the Proposal available within the organization? If not, how do you plan to acquire it?**

Proposal Description  
Town of Mammoth Lakes Zoning Code Update

The Town of Mammoth Lakes has staff qualified in a number of areas: urban design and land use, community planning, engineering, transportation planning, landscape architecture, and the California Environmental Quality Act (CEQA). The diverse experience of the staff includes the development of comprehensive and long-range plans and guidelines, similar in nature to the Zoning Code. Plans recently developed or managed by staff include:

- The 2007 Town General Plan
- 2007-2014 Housing Element
- Draft Trail System Master Plan
- Draft Parks and Recreation Master Plan, various District Plans (North Old Mammoth Road, North Village, Snowcreek),
- Town of Mammoth Lakes Design Guidelines (including Plant Palette)
- Sidewalk Master Plan
- General Bikeway Plan
- Storm Drain Master Plan, etc.

Each of these plans and/or guidelines required varying levels of public outreach and involvement, coordination of stakeholders, technical analysis, and development of actionable items and implementation measures. The Town does anticipate working with a consultant or consultants to develop various components of the Project as a means to supplement organizational capacity and experience, and provide technical assistance and expertise. Consultant services may be utilized to provide input in the areas of graphic format/design, development forecasting, affordable housing, urban design, energy conservation and alternative energy use, and strategies to address and respond to greenhouse gas issues.

**2. Do you have active partners that will help develop the Proposal? How?**

Please see the response to question 1 under Step 3. The Town has considerable support for the proposed project from local agencies, who have provided letters of support that are attached to this application.

**3. How will the Proposal be kept on schedule and within budget?**

In addition to the work plan submitted with this application, the Town will develop detailed scopes of work, schedules, and budgets for the more complicated chapters of the Zoning Code Update (parking and loading, development standards, signs, housing, etc.) These detailed work programs will ensure that staff can effectively manage our time on each work product on time and within budget. Additionally, staff will schedule routine project meetings to identify and solve any possible issues with schedule or budget before they become a problem.

**4. if the Proposal goes over budget, explain your contingency plan to cover the cost.**

Because of the routine staff meetings, any potential budget overages will be discovered early in the process and can therefore be corrected through adjustments to the work program. Additionally, the Town Council has directed staff to complete the Zoning Code update and has demonstrated their commitment to his project by allocating Town resources toward this project.

**5. Identify in the work plan how the proposal will be implemented, including zoning updates if applicable.**

Please see the attached work plan.